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Inside

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Swiftcurrent Lake in Montana's Glacier National Park is dominated by 7,716 foot-high Grinnell Point, known to the Blackfeet Indians as Fishercap. Many Glacier Hotel, long known as the "Showplace of the Rockies," is located on the shore of the alpine lake.

Tourism income and jobs continued to grow in 1985 and 1986. Leading indicators including highway traffic counts, airport enplanements, Amtrak passenger counts and motorcoach tours all posted gains. Increased tourism levels fueled construction of new hotels, motels, resorts and campgrounds together with expansion of downhill and cross country ski facilities.

Total travel expenditures by residents and nonresidents is expected to top $900 million in 1986, and more than 20,200 travel-related jobs are a direct result of these expenditures.

Marketing

The Montana Promotion Division continues to hone a finely targeted, multi-faceted marketing program. Advertising, publicity, group tour marketing and promotional publication design are all targeted toward Montana's "best prospects."

To derive maximum return per advertising dollar, advertisements are targeted to consumers whom marketing studies and practical experience have shown to be most likely to visit Montana. Promotions have prompted increases in travel information requests in spite of higher advertising and production costs and budget cuts, which resulted in a decrease in the total circulation for magazine advertising campaigns. Cooperative advertising programs with Wyoming, Alberta, the Old West Trail Association and the private sector stretch Montana's advertising dollar.

With the advent of the Build Montana program the division has undertaken an aggressive publicity campaign. The program is designed to obtain feature coverage on Montana's vacation opportunities in magazines, newspapers and on television. The results have been dramatic. For a minimal investment the state has generated more than $1.4 million in tourism publicity from 1984 through June 1986.

Group travel

The division also actively markets the state as a group travel destination. In addition to publishing "nuts and bolts" group tour planning guides, an aggressive, award-winning marketing program is in place to lure tour companies to Montana. The American Bus Association estimated that Montana reaped over $65 million in direct expenditures from groups traveling through the state in motorcoaches in 1983 and motorcoach tours are at an all time high.

Film and television

Revenues from film locations in Montana have risen dramatically since 1984. The division actively markets the state as a location for all types of filming, with the state hosting everything from commercials for Japanese beer to Avon products to Paramount Pictures features. The 1985 and 1986 success relies on the unique locations and "filmability" of the state and the around-the-clock location scouting services provided by the division.

"Montana can be proud of the growth its tourism industry has shown in the last two years," said John Wilson, division administrator. A teamwork approach between the state and the private sector has sown the seeds of that growth. Wilson sees the competition between the states for tourism dollars growing but is optimistic that Montana can meet this increased competition.

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Inside Commerce is published six times a year as an informational and educational tool for Montanans interested in public policy implementation through the Department of Commerce.

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In this issue

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Perspectives

Neal R. Peirce founded the **National Journal** *in 1969 and is now a contributing editor. Peirce's columns on state and local government themes are syndicated by the Washington Post Writers Group and appear in more than 150 newspapers. He has lectured throughout the U.S. and is often a guest of national television and radio news programs. In 1983, he co-authored with Jerry Hagstrom* **The Book of America: Inside Fifty States Today.**

The following remarks were drawn from a presentation Mr. Peirce made at the conclusion of a two-day conference on "Taxation and the Montana Economy" co-sponsored by Montana State University and the University of Montana, September 5-6, 1986, in Helena.

Is Montana a high tax state? That was the central topic of the conference research paper and of the discussions that followed. The message of the very scholarly, careful report done before the conference, and from all the speakers, Montanans and outsiders alike, is that if you calculate Montana's tax as if energy taxes were paid by individuals, then this is a high tax place to live. But if you accept the logic—and I find it rather compelling—that energy taxes are largely exported to other states, then Montana, if not a low tax state, is at least an average tax state, the main aberration being that property taxes are a little higher than average to make up for the absence of a state sales tax. And, average Mr. and Mrs. Montana, comparing their tax lot to counterparts in other Rocky Mountain states or across the country, don't have a great deal to complain about. This is especially true in view of a fairly impressive level of services for such a sparse population.

I hope that Montanans, at large, will make note of the counsel offered on the sales tax question. All visitors, conservative, liberal and middle-of-the-road alike, mostly agreed that the time for the sales tax is at hand. The fact is, to outsiders it makes precious little sense for Montanans to maintain blanket opposition to the sales tax, especially when Montana is in such dire fiscal circumstances. A sales tax, a rather telling point was made, is of scarcely any concern at all to business firms, either large or small ... the state's real problem, from a competitive point of view, may be its nominal top income tax bracket of 11 percent.

Some very thoughtful advice was offered throughout the conference about how a sales tax could be instituted with sufficient exemptions, including food and clothing and prescriptions, to prevent it being a regressive instrument. There was mention, though I found it a trifle brief, of the innovative areas to which sales taxes can today be applied—particularly in a broad array of services, including but surely not limited to attorney and accountant fees, advertising, data processing and the like. While the potential yield from a tax on services in Montana wouldn't equal that of Colorado, Texas or California, broad taxes on services represent an idea whose time has come in our country. Taxes should be applied to vibrant, growing sectors of an economy. Services fit that description and, in most areas, taxes on them would hit middle-to-upper income people.

While on the subject of sales taxes, one must also mention tourism. It's the healthiest segment of your economy right now, and one with immense potential—and you're not touching it with taxation. Clearly, there are some real opportunities to start chipping away at the state's deficit through entirely reasonable new or expanded taxes.

The Montana tax area that perplexes outlanders the most is clearly in the energy field—your severance and proceeds taxes. Only a few years ago you were America's blue-eyed Arabs with your stunning 30 percent severance tax on coal. But yesterday when you got into this subject, you learned about the frightening roller coaster Alberta, your big Canadian counterpart, has been riding, going from multi-billion dollar energy-driven surpluses to prospective multi-billion dollar deficits.

Mainlining on natural resources taxes is a phrase I heard yesterday. And, as with any drug, there is that up and down syndrome. One almost inevitably walks into the trap of raising service deliveries to match the boom time energy tax bonanza only to find one's self high and dry when the other end of the cycle comes round.

It stands to reason, therefore, that if the market value is down, so too should the severance tax decline, at least for now. And the question of dipping into the trust fund, and how deeply, reveals that fact that Montana's trust fund treasure could be devoured by three years of the state's current deficit.

How can anyone indeed suggest how you can handle that problem— because in fact its variables are too immense for any kind of estimate of true effects.

A decade ago New England was in the depths with the country's grimmest jobless rates, and state and local government budget crises of sinister proportions. But how the world has changed! Today that region has the nation's lowest unemployment, in some respects the brightest immediate prospects of all American regions. There are a number of reasons for New England's Phoenix-from-the-ashes act, including its luck in being an early seedbed of high technology and the recipient of high numbers of defense contracts.

But New England did not make it back to prosperity by playing "El-Cheepo" government, trying to imitate the low-wage, low-skill profile of Tupelo, Mississippi. It is true that some public expenditures, especially for welfare, were trimmed back, and that Massachusetts shucked its old Taxachusetts image: but not by gutting its tax structure, not by getting on the top of the Alexander Grant or anybody else's list of the best places to plot down a low-wage manufacturing plant.

No, New England achieved its come-back, and is likely to remain strong into the years to come, because it maintained the high investment it had always made in education, elementary, secondary and university education, and human development in the broadest sense.

In the dawning world economy, human resource development is going to be not just one answer, but the preeminent answer. That would not mean that a state such as Montana would turn its back on its natural beauty, its natural resources, its tourism potential. But it does mean thinking: the future demand for loggers and hunters and miners and farmers is not going to, will never, match that of the past. We are in a world in which truly educated populaces, and let us stress it, re-educable populaces, are the vital commodity. A world in which people will often change their jobs and whole job skill requirements two or three times in a lifetime.

Let's think for a moment about how these projections fit into state economic development.

I was delighted to hear the results of a study discrediting the tax abatement game as a waste of public resources. We still have the dreary efforts to rank states on economic climate, most frequently how cheap they offer everything. If those studies had been true, why are such states as Massachusetts, New York and California now prospering? They were never on anyone's low tax list. But look at them today, and you see the new world economy playing out before your eyes. Perhaps we should stop listening, once and for all, to businesses and the rating services they support. These kinds of business figures will never admit their state taxes are the right amount—they always want things cheaper. They are not the business leadership a state truly needs to shape its future.

What has worked in Massachusetts is the idea of a proactive state government working to foster the economy of places on their backs. And, in time that policy evolved into a full-scale state industrial policy. It did not leave economic development to some single department in state government, but rather set up a development cabinet with the governor's full attention and made the effort a mainpiece of state governance: one that shaped policy from public works to steering of federal funds to regulatory policy.

I believe a third era of state-of-the-art development is now dawning. We will see a new lexicon to describe state economic development in the '90s. One in which the last barriers between economic development and mainstream state governance will break down. Social programs will enter the arena. In the past, only job training used to straddle the line. Now the economic development agenda embraces day care, the quality of schools, health care, welfare, you name it.

You will see more and more states referring to the so-called "softer" social supports as "human capital investment programs." Not to abandon hard, day-to-day economic planning and strategies, but to recognize that the totality of the development of human resources is what, in the long run, will make states sink or swim in an extraordinarily dangerous international economy. An economy, I need hardly note, where any low-wage, low-skill operation is in danger of being carried off to a Third World country where the wages are just a fraction of ours. That's a lesson the Old South is now learning with immense pain, particularly because it never valued education very highly, stinted on money and care for its youngsters over generations, and now has big chunks of its population incapable of relearning, of moving on to technologically advanced occupations.

Now, please don't get me wrong. I am not proposing that top heavy government, or even the idea of a dominant public sector, is the automatic answer to a state's needs. The Committee on Economic Development, in its new report on dynamic state economies, insists "that primary energy and innovation for strong state and regional economies must come from the private sector. The key to economic vitality is a dynamic, innovative and market-driven private sector."

I agree. But I also concur with the CED's next assertion, that "private sector leaders should act as full partners with the governments and citizens for whom they share a common destiny and help provide the leadership needed to achieve common goals."

I believe that states in tough spots like yours desperately need full-fledged private sector partners, people with a deep stake in, interest in the state's future.

You need business leaders willing to work very closely with the universities, and mobilize the universities' immense potential to help the state move forward.

You need business leadership working closely with the political leaders to do some top-notch strategic planning: to create a shared civic vision of a group that balances concern about each member's parochial concerns with a determination to make Montana, as a state, viable and successful in our times.

Public-private partnerships, of course, relate back directly to the taxation theme of this conference. Taxes must be seen as part of an overall strategy, not as an isolated phenomenon. Broad strategic planning, creating an active constituency devoted to your state future, will help you do that, help forge the political consensus for the tough steps you need to take.

For you, indeed, face this excruciatingly tough question: if federal transfer payments are declining, and most important, if you can no longer export a large chunk of your taxes, if you have to pay the bill for all the services yourself, what do you, as a people, want in state services? Would you rather gut what you have, and darken your future in a very serious way, if the alternative is the kind of sales tax most people in most other states of this Union pay?

Of course this is a frightening time for Montana. The state lacks many of the

Continued on page 4

fiscal, broad intellectual resources some other states are able to call on. It needs to plan for entrepreneurial growth without knowing just what form that growth will eventually take. It must maintain a high and growing commitment to education of its children, without knowing just what their life work will be in the state of natural resources facing the information-age economy.

It would be easy for you to lose your collective nerve, to retreat into incriminations and gut your public sector, to spend your trust fund overnight and pray for some salvation from outside that will likely never materialize.

This outsider hopes that won't happen, because Montana, and Montanans, are too great a treasure to place in jeopardy.

Economic Development Council

1986 agenda completed

The Governor's Council on Economic Development took final action on its subcommittee recommendations at a meeting in Helena on October 30. In all, the council adopted over 20 recommendations addressing three significant problem areas in the Montana economy.

The development of final recommendations concludes a year-long effort by the council. In December 1985, Governor Schwinden met with the council and asked it to seek long-term solutions to problems in business climate, liability insurance and agricultural debt. To address these issues, the council formed subcommittees that met periodically throughout the first half of the year to gather information and public input.

Among the measures adopted by the council are business climate recommendations calling for a reduction in Montana's coal severance tax, a reduction in the corporate income tax rate through the elimination of special business tax incentives, a revision of the state's unitary method of corporate income taxation, a reduction in the personal income tax by broadening the base, and reviews of both the personal property tax and Montana's overall tax structure.

Insurance recommendations include calls for the Legislature to develop specific definitions of bad faith, limit contingent fees to 40 percent, cap punitive damages at $5 million, alter the doctrine of joint and several liability and modify the collateral source rule. In addition, the council recommends that Montana's courts more strictly enforce Rule 11 of the Montana Rules of Civil Procedure, a measure that was implemented to discourage the filing of frivolous lawsuits.

The council's agricultural debt recommendations address a variety of problems facing farmers and ranchers in Montana. Among the recommendations are calls for legislation allowing emergency state chartering of banks and emergency branch banking in failed bank situations. Both recommendations stress the importance of local financial institutions to agricultural operators. Additional measures include continuing the Department of Agriculture's program for counseling and debt mediation, continuing the linked deposit farm loan program, establishing an informational agricultural network, establishing a state beef inspection and grading program, and increasing funding for the Montana Agricultural Experiment Station system.

The recommendations were presented to Governor Schwinden in November and will be submitted to the 50th Legislature in January.

Potential Uses of Coal Tax Trust

The Montana Economic Development Board recently completed its second report to the legislature on potential uses of the Coal Tax Trust Fund for economic development.

The statutorily defined purpose of the trust is to compensate future generations for the loss of a valuable and depletable resource; to meet any economic, social and environmental impacts caused by coal development not otherwise provided for by other coal tax sources; and to develop a stable, strong and diversified economy which meets the needs of Montana residents both now and in the future, while maintaining and improving a clean and healthful environment.

In its 1985 report, the MEDB identified four key issues that remain at least partially unaddressed in 1986 and merit additional debate.

1. The steady erosion of the purchasing power of trust deposits, a problem exacerbated by the increasing reliance being placed on trust fund interest and income to support the state's general fund. (In fiscal 1986, 9.3 percent of the general fund, or $43.4 million, came from coal trust investment earnings. In 1978 only 0.9 percent of the general fund was derived from trust earnings; and in 1982 that amount was still only 3.6 percent.)

2. The narrow range of management options available to the fund's trustees (the Board of Investments and the MEDB).

3. The relatively limited use of the trust for in-state investments.

4. The lack of criteria and procedures to objectively evaluate proposals to appropriate all or a portion of the trust's principal.

The MEDB also found that two issues (purchasing power and principal appropriation) are even more critical as a result of the events of the last two years, which include the sharp decline in interest rates, falling world oil prices, decreased coal sales (resulting in smaller new deposits to the trust) and overall state revenue shortfalls.

According to the MEDB's projections, the $245.5 million deposited in the trust from 1978 through 1985 will have lost $127.5 million in purchasing power by the year 2000, or 50.4 percent of those deposits. As the MEDB points out, "If the principal of the coal tax trust fund does not increase substantially, future earnings will be inadequate to maintain the trust's current proportional share of the revenue needed to meet escalating general fund demands."

The report suggests that there are two ways to increase earning capacity. One is to increase deposits to the trust principal through increased coal sales, increased severance taxes or reduced tax credits, increased redeposit amounts, or the addition of capital gains on bond swaps to the principal. The second is by increasing the rate of return on deposits, either by diversifying the investments in the trust portfolio within current limitations, or by making equity investments with trust funds (an action that would require a constitutional amendment).

To date there has been only one appropriation from the coal trust's principal, an action of the 1981 Legislature that allows trust resources to be used to cover shortfalls in the state's coal severance tax bonds issued by the Department of Natural Resources and Conservation to finance various water development projects. Because almost all bonds issued to date have contained substantial interest write-downs for borrowers during the first five years of the bond term, the current drawdown from the trust to cover the difference on bonds already issued is projected by the Office of Budget and Program Planning to total approximately $547,000 per year for the remainder of the decade.

Although the creators of the trust provided a mechanism (a three-quarters vote of both houses of the legislature) through which all or a portion of the trust principal could be appropriated, they provided no definition of what would constitute a proper justification for such and appropriation. The MEDB has suggested some criteria that it believes deserve further consideration.

1. The body of the trust should never be appropriated (or borrowed) to meet general government expenses, which are the proper responsibility of the current generation.

2. Whenever possible, amounts appropriated from the trust should be replaced with interest. This recommendation implies that expenditures from the trust preferably should be for revenue-generating purposes.

3. Amounts not otherwise available that are needed to mitigate the impacts of coal development (or mine closures) are statutorily eligible to be appropriated from the principal.

4. No appropriation should be made unless the identified need has been thoroughly documented, studied and found to be "compelling," with no other financial resources available.

5. The benefits to be gained through an appropriation must outweigh both the losses in earnings that will result and the negative impact of those losses on activities supported with trust earnings. Expected economic development benefits should be clearly defined and, if possible, quantified prior to appropriation, and should be closely monitored and evaluated thereafter.

6. Programs or activities undertaken with appropriated trust funds must have long-term value to the state, helping correct structural or systematic imbalances in the economy, for instance, rather than dealing solely with short-range cyclical problems.

7. Insofar as possible, benefits accruing from trust appropriations should inure to all citizens, not just to particular industries, geographic areas or interest groups.

In its report the MEDB analyzed all the proposals to use the coal trust principal that were proposed or considered during the June 1986 special session and found that none of them would have satisfactorily met the above criteria.

Copies of the MEDB report can be obtained by writing its office at Room 50, 1520 East Sixth Avenue, Helena, Montana, 59620-0505, or by calling (406) 444-2090.

Accommodations Tax Proposed

Travel industry in agreement

Governor Ted Schwinden has accepted the recommendation of his 17-member Tourism Advisory Council and will support a statewide 4 percent accommodations tax. Schwinden's support, however, is contingent on the tax proceeds being used strictly to promote tourism. In accepting the council's recommendation, Schwinden said that the state budget will continue to be tight and that tourism promotion via an accommodations tax was "an idea whose time had come."

Previous efforts to initiate the tax have failed because of lack of support within the travel industry. But on October 21 three-quarters of the Montana Innkeepers Association membership, which represents over 100 hotels and motels throughout the state, endorsed the tax.

MONTANA
naturally inviting!

The tax will apply to hotels, motels, bed and breakfasts, dude ranches, resorts and campgrounds. The 4 percent tax will generate about $4.8 million in revenue a year. And, although the allocation schedule has not been determined, the council suggests that up to $1.2 million be returned to the local level for area tourism promotion. Any attempt to impose a higher tax or another local options tax would be opposed by the Innkeepers Association.

The current general fund appropriation for the Montana Promotion Division is $1.2 million per year, which ranks 42nd in the nation for its appropriation for travel promotion. If the tax proposal is adopted by the legislature, Montana would be more competitive and rank approximately 22nd nationwide.

Vice President of the Innkeepers Association and council member, Lonnie Funk, commented that travel is Montana's number two industry, "We are asking the legislature to protect and promote this growing industry."

Department Automates

This past March, the Department of Commerce streamlined its operations by purchasing a computer. The management/information system has increased department efficiency and productivity and now assists in most day-to-day department operations.

Included in the computer system is word processing capability, electronic spreadsheets, a data base system, electronic mail and calendars, electronic legislative bill status information and budget information.

After many months of research and bid procedures, the system bid was awarded to AT&T Information Systems for two 3B2 Model 400 computer systems, each containing four megabytes of memory and 122 megabytes of disk space. The system allows for the attachment of personal computers already located throughout the department and can also communicate with the state's IBM mainframe computer.

"Because of the state's economic situation, the only effective way for the department to provide current and timely information was to automate," said Keith Colbo, director of the department.

One of the major tasks was automating all the professional and occupational licensing boards.

Jim Kembel, administrator of the Business Regulation Division, had this to say about the system: "The usefulness of the system was really driven home when I was able to send all my program managers copies of a blank budget worksheet via the computer and have them return the completed worksheets to me—once again electronically. Finally, I was able to compile all 29 board budgets into one division budget in a matter of minutes."

Additional division benefits include a dramatic reduction in printing costs as well as less time spent by staff preparing renewals and licenses. In addition, inquiries about license information is now available at the touch of a key and statistical information on the various boards can be retrieved quickly.

Currently, 37 percent of the department is automated, allowing for maximum utilization of the system, with additional users coming "on-line" in planned phases.

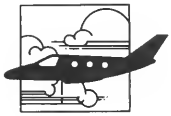
Aviation in Montana

The Montana Aeronautics Division is currently updating the Montana State Aviation System Plan. The first phase, to be accomplished over a 12-month period, is financed by a $196,000 federal grant issued through the Federal Aviation Administration (FAA). A $75,000 FAA grant will subsequently be issued to complete the project and produce a final report.

A system plan might best be described as a blueprint that details the aviation system requirements statewide for the next five years and, in less detail, for the next ten- and twenty-year period.

The first step is to inventory the system as it exists today, and then to forecast future demands on the system, and finally to analyze how to meet those demands. The process includes analysis of a number of variables that influence the aviation system, such as demographics, environmental requirements, and other transportation systems.

The executors of the study will be advised by a large group of volunteers representing a cross section of aviation interests with planning and engineering expertise. The advisory committee will meet at least five times throughout the study period and will also hold four public hearings. Along with the final report, the division hopes also to produce a video tape and brochure on the economic benefits of aviation in Montana.



ACCOUNTING PROFESSION

The Montana Board of Public Accountants has established rules for a program to review the quality of work produced by public accountants.

The program, announced by Board Chairman Robert E. Bragg, focuses on licensed and certified public accountants who have permits to practice public accounting and it defines the review process for accounting products, firm audits, reviews, compilations and financial projections.

According to Bragg, the monitoring program has the potential to be one of the most significant developments affecting the state's accounting profession to occur in recent years. The program requires every accounting firm and individual practitioner to be reviewed annually and will place Montana in the forefront of a national movement.

"This is truly a progressive program," Bragg said. "Our recommendations should increase the adherence to reporting standards, with our intension being to improve financial reporting through education."

In response to the program, Denis L. Adams, president of the Montana Society of CPAs, stated that the "program is workable and will provide us with cost-effective, long-term benefits. We certainly want to maintain public confidence in our profession."

POL Investigators

The reorganization of the Professional and Occupational Licensing Bureau in June 1985 established an Investigative Section that inquires into complaints filed against licensees and submits reports to the appropriate licensing boards for determination of possible disciplinary action.

Complaints originate with consumers, other licensees and occasionally board members. Staff are nationally certified in investigative techniques and are cross-trained to handle the questions of most boards. Prior to the establishment of this section, personnel were assigned to individual boards. The new situation, however, sees staff with sufficient knowledge and skills to accomplish various assignments for several boards, resulting in more efficient operations and revenue savings.

In addition to complaint investigations, the section also audits real estate brokers' trust accounts; billing practices of some medical professions in relation to private insurance, medicaid and medicare; and inspects cosmetology shops and denturity offices. Inspections of funeral homes are conducted upon board directive.

The Professional and Occupational Licensing Bureau is composed of 29 boards that regulate more than 55,000 licensees.

Crop and Livestock Marketing Conference

Innovative crop and livestock marketing strategies will be showcased at a conference to be held at Montana State University in Bozeman, February 6 and 7, 1987. The conference will enable producers to examine crop diversification and specialty market options and to exchange information with marketing representatives about value-added products and appropriate technologies.

Organized by the Alternative Energy Resources Organization (AERO), a private, non-profit membership organization based in Helena, the conference received major funding from the Montana Science and Technology Alliance. Other co-sponsors include the Montana Department of Agriculture, the Montana Agricultural Experiment Station and Cooperative Extension Service as well as agricultural and commodity organizations throughout Montana.

The conference will feature nationally-known speakers, regional practitioners and resource people in a workshop and panel discussion format. Farmers and ranchers from throughout the Northern Rockies, the Pacific Northwest and Canada's prairie provinces will meet with processors and marketing representatives, view many exhibits and have time for individual meetings with marketing representatives to explore possible contracts. The conference aims to assist primarily producers of small grains and seed, livestock, specialty crops and produce.

According to a recent report from the Office of Technology Assessment, a congressional research agency, "America's plunging share of world agricultural trade is, in part, a reflection of poor performance in the area of high-value foods. Value-added products have overtaken the world trade value of bulk commodities."

"Throughout the region, forward thinking farmers and ranchers are finding economic opportunities in the changing agricultural marketplace," said Jim Barngrover, a conference organizer and president of AERO. Barngrover is also past chairperson of AERO's Sustainable Agriculture Task Force, which was formed in 1983 to promote agricultural systems that are economically and ecologically stable. "These producers have a story to tell that may offer alternatives for the region's troubled agricultural and rural economies," he said.

Registration for the conference is $35.00. Conference space and lodging in Bozeman is limited, so early registration is encouraged. For further conference information and registration, contact: AERO, 324 Fuller, C-4, Helena, Montana 59601, (406) 443-7272.

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Can We Help You?

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